



**US Army Field Artillery  
School and Fort Sill  
Fort Sill, Oklahoma  
17 September 2002**

# **Change Agent for Transformation**

- **Get the message out that it isn't "...Business as Usual..."**
- **Raw edges and raw nerves**

# **GEN(Ret) Powell - Philosophy**

- **“Avoid having your ego so close to your position that when your position falls, your ego goes with it.”**
- **“It ain’t as bad as you think. It will look better in the morning ...”**
- **“Don’t take counsel from your fears or Nay Sayers.”**

# Historical Changes

- **DOES = Evaluation**
- **DOTD = Training**
- **DOES + DOTD = DTE minus TD**
- **DTE + Training Developments = WIDD**
- **WIDD: Divided into FDIC & QA**
- **QA stood up 1 Oct 2001**

# **Continuity In Spite of Change**

- **Evaluation at Sill never went away**
  - **Affiliation = Accreditation**
  - **Internal Evaluations**
  - **Special Studies for Leadership**
- **Evaluation personnel never went away**

# **Integration of Title XIs**

- **Title XIs expertise leveraged**
  - **1996: Converted 29/29 enlisted courses to TATs Courseware**
  - **1997: Began multimedia development of courses in support of Distributed Learning**

# **Addition of Evaluation Slots**

- **1997 MG Ernst, DCST, authorized additional NCO Evaluators.**
- **Audit Trail shows where they went.**
  - **3 APG, Eustis**
  - **4 AVLOG, Leavenworth**
  - **5 Bliss, Huachuca**
  - **6 Gordon, Lee, McClellan**
  - **7 Benning, Music School, Rucker, Sill**
  - **8 Knox**

# **FA Evaluation Program**

- **Technical and Educational Advisor to the Leadership**
- **Value added to Commandant's programs**
- **QA personnel strengths**
  - **Education (1750s)**
  - **Military experience (1712s & Green Suits)**
  - **ORSA (1515)**
  - **Previous evaluation/TD expertise**

# QA Staff

- **Director**
- **Administrative Assistant**
- **1750 Instructional System Specialists**
- **1515 ORSA**
- **1712 Training Specialists**
- **Title XIs (1 Major and 4 Enlisted)**
- **Evaluation NCOs**

# **Matrix-Managed**

- **Teams formed to complete an action**
- **Members all have different strengths**
- **Staff does not become stagnant**
- **Opportunity for all to succeed**
- **Chief today: member tomorrow**
- **Coop with training developers & instructors**

# **Workload**

- **Self-Assessments**
  - **Captain Career Course**
  - **Basic Officer Leader Course**
  - **Warrant Officer Basic and Advanced**
  - **29 Enlisted Courses**
  - **10 Functional Courses**

# **Workload (Cont)**

- **Accredit 7 TASS regions**
  - **Accreditation**
  - **Assistance visits**
  - **Work waivers and issues**
  - **Oversee Instructor Certification**

# **Workload (Cont)**

- **Participate on teams**
  - **Job & task analyses**
  - **Media analyses and design**
  - **Product evaluations**
  - **POIs**
    - **Lesson Plans**
    - **Exams**
    - **Course Management Plans**

# **Workload (Cont)**

- **Strategic Readiness System**
  - **Trained skilled soldiers, Marines & leaders**
    - **Surveys**
    - **Conferences**
- **Sound Business Practice: Standing up QAO**
- **Distributed Learning**
  - **Development**
  - **Delivery**

# **Relationship With Regions**

- **Mutual respect**
- **Holistic approach to evaluation**
- **Help them help themselves**
- **No “show dogging”**

# **Qualities of a Team Chief**

- **Fully trained**
- **People skills**
- **Understand regulations**
- **Evaluation against standards**
- **Can answer the 2<sup>nd</sup> question**
- **Can brief**
- **Can write a report at the GO level**


# **Role of The Team Chief**

- **Director of the play**
- **Determines at the site**
  - **What to look at**
  - **Who will do it**
  - **To what extent**
- **Initial briefing/Out briefing**
- **IPRs**

# **Role of The Team Chief (Cont)**

- **Mediate between team members and/or staff at the site**
- **Determines what to do as deficiencies are found**
  - **On-the-spot correction**
  - **Will the student benefit if something changes immediately?**
  - **Safety issues: reports to CDR immediately**

# Team Chiefs

- **Region A:** Mr. Saul
- **Region B/C:** Mr. Woodham
- **Region D:** SFC Johnson Title XI 
- **Region E:** SFC Stephens Title XI
- **Region F:** Mr. Carr
- **Region G:** Mrs. Dorrell

# **Role of The Accreditation Chief**

- **Plans for assistance & accreditation visits**
  - **Dates**
  - **Length of visit**
  - **Number & kind of personnel**
- **Avoids a “cookie cutter” approach**

# Visits

- **Time spent on visits**
  - **Inactive duty training (IDT) 2X2**
  - **Annual training (AT) 3X3**
- **No need for the proponent team to camp**
- **Get in, get going, get out**

# **Role of BN Title XI**

- **Constant assessment**
- **Talks to proponent often**
- **Review courseware**
- **Conduit for instructor certification**

# **Role of FA Proponent Title XIs**

- **Develop TATS courseware**
- **Develop multimedia for TATS courseware**
- **Course managers**
  - **Cradle-to-grave look at courseware - does it fit the regions?**
- **Team Chiefs**
- **Support of job & task analyses groups**
- **Serve on board for instructor certification**
- **Organized and ran Title XI conferences**
- **Helped certify NG evaluators on teams**

# **Creative Visualization**

- **It works.**

# In Conclusion

- **Remain calm. Be kind.**
- **Have a Vision. Be demanding.**

